MEDIA CAPACITY BUILDING IN ANGOLA

FINAL REPORT TO THE UNITED STATES AGENGY FOR INTERNATIONAL DEVELOPMENT OFFICE OF TRANSITION INITIATIVES

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I. Introduction

In September 2003, the Centre for Common Ground (CCG) in Angola received Grant #DOT-G-00-03-00011-00 from the United States Agency for International Development Office of Transition Initiatives to conduct a program to support the program, **Media Capacity Building in Angola**. Under this grant, CCG agreed to conduct **six training sessions** for professional journalist working groups in Huambo and Benguela provinces with the objective of increasing their capacity to disseminate objective information around issues of common concern. Additionally, CCG proposed conducting **two workshops** that would bring members of the journalist working groups together with members of local civil society. These workshops had the objective of increasing the ability of journalists and civil society to work together in addressing community problems. These groups would then have the responsibility of producing a series of **six radio programs** together.

CCG received a one-month no-cost extension for this grant in December. This report therefore covers activities realized during the entire grant period, September 2003 – January 2004.

II. Situation Update

In order to continue the nation's forward momentum toward lasting and positive peace, it is crucial to seize opportunities created by the end of the war. The gradual liberalization of the media sector is one such opening. With the right support, Angola's media can promote good governance and lasting reform, which will contribute to stability. Currently, all but one of the nation's radio stations are at least partially controlled by the government. The country does not have legal statutes to protect journalists and self-censorship is therefore still widely practiced. Despite these challenges, however, the media is beginning to play a positive role in Angola with an increasing number of programs tackling issues such as poverty, corruption, and the need for government transparency. Such topics would have resulted in government intervention and even arrest as little as a year ago.

Media professionals continue to need support, however, to further professionalize this sector. Production values are still low, and many stories rely on unverified rumors. Radio still heavily favors straight news reporting or the radio debate format, which is very popular. There is little creativity in format and reporting on the radio. In addition, journalists face a dearth of reliable information on such pressing concerns as the increasing rate of HIV infection; the passage of the new land law; and the democratic process.

III. Summary of Objectives Outlined in Proposal

Under the terms of the proposal, CCG created a project with the goal of building the capacity of journalists and civil society representatives in Huambo and Benguela provinces

to practice collaborative problem solving and engage in peacebuilding work. In order to contribute to this goal, this project had two objectives:

1. Increase the capacity of the media in Huambo and Benguela provinces to disseminate objective information around issues of common concern to all Angolans.

2. Increase the ability of media and civil society in these two provinces to work together on resolving common community problems, thereby building a critical and lasting link between these two groups.

In order to contribute to these objectives, CCG agreed to produce the following outputs, as a result of the activities included in this grant:

- Improved quality journalism in target provinces, including the incorporation of common ground techniques;
- Jointly produced radio series in Huambo and Benguela provinces; and
- Model among residents the possibility of linking dialogue to community action.

IV. Accomplishments

Journalist Trainings

During the course of this grant, CCG conducted three trainings in common ground journalism each for professional journalist working groups in Huambo and Benguela provinces, for a total of **six trainings**. The trainings were conducted in a three-series format, enabling the participants to build upon the skills and techniques learned in the previous trainings. At the end of the series, participants were expected to have a firm grounding in both the theoretical concepts of common ground journalism, which combines conflict analysis and transformation techniques with the values of traditional journalism including balance, fairness, and accuracy; and practical skills in program production and reporting.

The first training (conducted 6-9 October in Huambo and 13-15 October in Benguela) concentrated heavily on the basics of conflict resolution, including modules on understanding the dynamics of conflict and the difference between conflict and violence; sources of violence in the community; the importance of developing and using real communication skills; and an introduction to non-violent dispute resolution techniques, such as facilitation and mediation. The second training (conducted 16-18 November in Benguela and 22-25 November in Huambo) reinforced these concepts, while also encouraging journalists to examine their role in communal conflict; discuss the importance of relying on multiple sources of information and including multiple voices and viewpoints in their reports; and provided opportunities to practice interviewing methods for a variety of sources.

As the third part in each series, CCG hired a media consultant with over 20 years of experience in African media to come to Angola for two weeks in November and December to conduct two trainings. (As the OTI budget did not include costs for an international consultant, CCG was able to use funds from British DFID, another donor to our media work, to underwrite his expenses.) From 22-25 November, the consultant conducted a training for 12 journalists in Huambo, and from 2-4 December, he conducted the same workshop for 17 journalists in Benguela.

The consultant reviewed important concepts about conflict, which were included in the first two trainings, including an exploration of the negative, neutral, and positive roles journalists can play in a conflict. He then took the participants through a practical exercise in developing an intended outcome radio program. For many of the participants, the notion of planning and pre-production was a novelty. The consultant also required them go out and interview people on the streets. It was the first time most of the participants had interviewed a prostitute, a street child, or a passer-by and they reported that gathering information and perspectives from regular people was eye-opening. CCG received rave reviews from the participants.

As the media landscape continues to provide new openings, CCG is planning to continue to offer trainings like those conducted by the consultant. Introducing journalists all over Angola to the idea of producing intended outcome programming, as well as encouraging them to develop new radio program formats and seek out sources of information aside from the government will have a notable impact on the nation's transition process. The next challenge will be helping journalists think through how they will report on upcoming issues, such as the rising rate of HIV infections; the implementation of the government's new land law and its local implications; and the country's eventual elections.

Participants in these trainings came from all available local media outlets in the target provinces, including print, television, and radio. Representatives were drawn from *Jornal de Angola* (the national, government daily newspaper); ANGOP (the official news agency of the government); *Sindicato dos Jornalistas* (an independent group that promotes and defends the rights of Angolan journalists); Rádio Ecclesia (the nation's only true independent radio station); Voice of America; *Rádio Nacional de Angola* (RNA – the official government radio network); Rádio Morena Comercial (a privately owned radio station in Benguela with ties to the ruling MPLA); Rádio Huambo; and *Televisão Pública de Angola* (TPA, the official television station). In addition, CCG included participants from the *Gabinete de Impresa do Governo*, the governmental agency in charge of monitoring the press, which helped to ease some of the tensions between this agency and the journalists, caused by years of censorship and oppression.

Joint Civil Society-Media Workshops

In Benguela province, the Media team, in conjunction with the Civil Society program team, conducted CCG's first joint workshop with civil society and journalists in October. Thirty participants attended the three-day workshop, and included representatives from nine local organizations and five media outlets. [See Annex A for complete participant

list.] In an effort to show partnership, the event was held in both ADRA (an Angolan national NGO) and RNA (the Angolan Radio Network) offices.

The workshop began with an introduction to conflict resolution, including a discussion on conflict analysis tools and the different types of violence found in their communities. More importantly, though, the workshop encouraged the two groups to talk about the ways they address problems in their communities where they would be able to find true common ground. Indeed, many civil society participants were quite open about the fact that they had always mistrusted the media as merely a source of propaganda and only now began to recognize the changes journalists were attempting to make in the country. Journalists began to appreciate the resources and information civil society had at its fingertips while civil society began to see opportunities for working with journalists on resolving the pressing issues in their community.   The Benguela participants have now created their own working group, *Rede Tukuambembua* (which means "we are for peace"), and produced and broadcast a six-program common ground radio series together. The topics covered in the series were meetings with families (how to resolve familial conflicts without violence), access to land, and the right to quality education. [See Annex B for a list of working group members.] More importantly, they are also discussing ways to keep this network alive, even when CCG staff is not able to be present at all times.

CCG held the second civil society/media workshop in Huambo on 15-17 January 2004. Twenty-five participants, drawn from local and international NGOs and all of the local media outlets attended the three-day workshop. [See Annex C for participant list.] The agenda included an examination of the causes of conflict in their community, with particular attention to how the nation's development process is contributing to or mitigating conflict.   Participants were also exposed to methods of peace journalism, including a practical exercise in creating an intended outcome radio program to help resolve a problem in their community.   Finally, participants discussed issues causing conflict and shared how they solve these problems.   By encouraging open dialogue between the journalists and civil society representatives, participants were able to see that in fact, there were many instances of common ground between them.   The national television station, TPA, ran a favorable story on the workshop on its nightly current affairs programme, *Ecos e Factos*.   This is one of the most popular television programmes in Angola and enabled CCG to demonstrate the potential for building bridges between sectors to a more elite Angolan audience.

The workshop ended with the creation of three working groups that have members from both civil society and media sectors. Each group produced radio programs to tackle specific problems. One group addressed corruption and its impact on the lack of schools in the area; the second group looked at the problem of youth unemployment and how this situation is contributing to tensions within the community, as well as the lack of electricity.   Finally, the third group produced programs on violence committed against vulnerable populations (such as children and women) and the problems the poor roads were causing community members.

V. Impact

Methodology

Under the terms of this proposal, CCG agreed to conduct a monitoring and evaluation plan, which would enable staff to assess the immediate impact of this program.   (As the project was only five months in duration, none of the results can be extrapolated into understanding long-term or even medium-term impact.)   In order to measure the success of this project CCG agreed to:

- Conduct participant evaluations at the close of each training;
- Analyze the radio programs (quality, common ground characteristics, guest profiles, topics discussed, facilitation style, etc.) produced by the journalist working groups;
- Monitor and evaluate the proposals, activities, and reports produced by the civil society organizations; and
- Look at larger trends, including an overall change in the way activities conducted by journalists and the local organizations has evolved, improved in quality and increased.

CCG collected data for this assessment through participant questionnaires administered before and after workshops; conducting key informant interviews; focus groups; and staff reviews of media produced by participant journalists. [See Annex D for the questionnaire used during the key informant interviews and focus groups.]

Key informant interviews were conducted with the following individuals in Benguela: the Provincial Director of the Ministry for Social Communication; the local directors of Rádio Morena Comercial, Rádio Nacional, and TPA; and three representatives from local civil society groups. CCG also conducted two focus groups, one with seven members of civil society and the other with seven journalists who participated in both the training workshops and the joint workshop.

In Huambo province, CCG conducted a focus group with eight members of civil society and four members of the media. Key informant interviews were conducted with the Provincial Director of the Ministry for Social Communication; three journalists; and a member of ADRA.

Progress on Indicators

1. *% Increase in journalists who can identify and use common ground media techniques[1]*

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[1] Common ground media techniques include the following: fairness, balance, accurate reporting, a measure of conflict analysis, a diversity of voices and sources of information, a search for solutions instead of just a documentation of problems, and an attempt to bring conflicting parties to a common understanding. Not all reports reflecting common ground techniques will feature an example of each criterion.
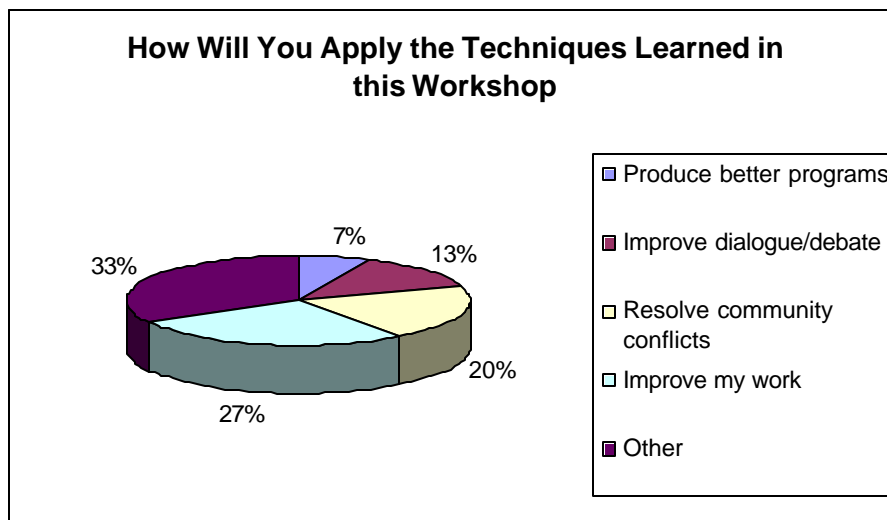
CCG is able to demonstrate a significant increase in the number of journalists who could identify and use common ground media techniques. For example, post-workshop, 77% of participants were able to correctly identify the three stages of producing an intended outcome radio program. 85% of participants, post-workshop, were able to correctly identify four aspects of negative media, while 69% were able to indicate four aspects of positive media.

Beyond numbers, feedback from participants demonstrate that the journalists have begun making changes in the way they work, thanks in part to CCG's training series. For example, a workshop participant in Huambo commented that he finally understood that journalists play a role in conflict, and that he would start paying attention to the way he reported, instead of just on what he was reporting. A participant from Rádio Morena Comercial stated that she now better understands the link between personal and political conflict and has begun to include more voices from everyday citizens in her reports as a way to make this connection clearer to her listeners.

2. *% Increase in quality and number of media reports that demonstrate common ground journalism*[2]

CCG staff conducted an informal media survey of radio and print journalism in Benguela and Huambo provinces, which was supplemented by statements made during the focus groups and key informant interviews. Through this methodology, CCG is able to state that there has been a significant increase in the quality and number of media reports from this area that demonstrate common ground journalism.

Post-workshop questionnaires reveal how participants intend on using the skills they learned from the common ground journalism training series. Twenty-seven percent stated that they will apply the techniques learned in the Workshop to produce better programs, while 33% believed they would help improve the general dialogue/debate of issues. Meanwhile, 20% indicated that they would use the techniques to improve the overall quality of their work.

How Will You Apply the Techniques Learned in this Workshop

- Produce better programs
- Improve dialogue/debate
- Resolve community conflicts
- Improve my work
- Other

7% 13% 20% 27% 33%

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[2] For a definition of common ground journalism, please refer to page 3.

Results from the focus groups and interviews confirm that journalists did indeed apply these techniques to their work. For example, in a given week in January, when compared to a given week in October, CCG staff found 20% more stories featuring themes on peacebuilding and reconciliation in the target provinces. In an interview with the Provincial Director of Social Communication of Huambo, she stated that she has also noticed that the local media directors were more inclined to tackle issues such as tensions around reintegration of refugees and domestic violence. These results indicate that although participants tend to be drawn from the middle ranges of their organization, they have been able to incorporate some of the concepts and techniques they learned from CCG trainings into their work, thus underlining the support CCG enjoys from the directors and editors of the media outlets in these two provinces.

In addition, the post-workshop assessment revealed that journalists were continuing to talk about the three stages of production and talked to CCG staff about the positive changes applying these techniques have had on their work.

3. *Increased effectiveness of civil society to achieve its peacebuilding goals*

As part of this project, CCG agreed to produce a civil society index tool, which would then be used to help identify weaknesses in our civil society groups and tailor trainings to specifically deal with these weaknesses. This tool is attached as Annex E. CCG has pre-tested this tool and is presenting the revised version as part of this project. Based on feedback from our partner groups and USAID/OTI, CCG will begin to formally assess each partner group using this tool. The initial assessment will provide a baseline from which CCG will tailor individual training programs, targeting weaknesses of each group. Periodic assessments will enable CCG staff to see where advancements are made and what areas require further reinforcement or training. In this way, CCG will be able to not only demonstrate the impact of the civil society capacity building work, but also to enable groups to benefit most from CCG interventions.

Feedback from members of civil society who participated in the joint workshops was unanimous in affirming that such workshops enabled them to be more effective. By learning to trust the media professionals in their community, as well as learn how these professionals work (including identifying story ideas, where to find sources of information, etc.), civil society representatives indicated that they now understand how to approach media as a tool to further their own work. A side benefit to this project is that beyond the institutional links CCG is helping to build between these two sectors, such projects also enable participants to build personal linkages as well. These personal connections are very useful, as one civil society member stated, in enabling one group to reach out to another when they wanted publicity, for example.

4. *# Target civil society groups that initiate media reports on their peacebuilding and reconciliation activities/accomplishments*

Civil society is beginning to use media with more frequency and greater effectiveness, based on results from the key informant interviews and focus groups. In Benguela province, two of the interviewed target civil society groups indicated that they have invited journalists to cover their community activities and in some cases, to participate in their community activities in order to gain a better understanding of their work. Also in Benguela province, journalists and the Church are beginning to work together on programs about communal reconciliation.

In Huambo, results were similar. Representatives from civil society reported that they have been able to call on journalists to cover activities and have enlisted their help in public information campaigns on such current issues as the poor harvest due to heavy rains and in calling on the government and community to contribute to the rebuilding of local spots in the community.

5. *% Increase in number of journalist participants who report using civil society as information source*

One participant commented that after participating in a CCG-led workshop, he would include more and different perspectives in his reports, not just relying on "official" sources of information. Another commented that he would be better able to conduct more harmonious dialogues on the radio; paying careful attention to the language he uses, to promote fraternity instead of discord. Another recognized, post-workshop, that in order to truly create reconciliation and contribute to the reduction in conflict, he had to invite comments from society.
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Meanwhile, based again on information from key informant interviews and focus groups, journalists are also beginning to use civil society as sources of knowledge and expertise, particularly on issues of direct concern to the community. In post-workshop evaluations of the journalist trainings, participants indicate that they plan on using civil society as a source of information. As revealed in the accompanying chart, 38% of participants indicated that they believe using civil society as a source of information will improve the general debate; while 31% thought that civil society could help

How Will You Use Civil Society as a Source of Information

- 38% Improve general debate
- 31% Improve level/quality of reporting
- 31% Civil Society has expertise/knowledge

improve the level/quality of reporting and that civil society has expertise/knowledge that makes them a good source of information. This result has been confirmed in interviews conducted two months after the workshop. For example, an RNA journalist in Benguela
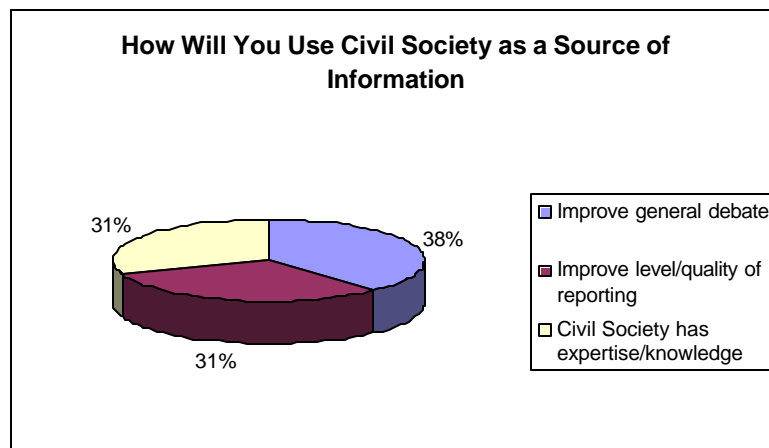
indicated that journalists in her agency were working harder to include citizen voices in their reports, and members of civil society were frequent participants on her program.

In Huambo, interviewed journalists commented on how useful they have found civil society as sources of information, and have helped widen the debate by including their voices in their reports. Representatives from both sectors were unanimous in their assertion that the media in Huambo has become more open to voices from civil society in the past six months and that the emerging relationship between representatives from the two sectors has helped improve the overall quality of reporting.

6. *% Increase in participants who say they will work with participants from other sectors in the future*

Across the board, CCG found that participants from both sectors were willing and eager to work with members of the other sector. As the Provincial Director of Social Communication in Benguela stated, "As a result of [CCG's] program, there is more space for debate and sharing of opinions between journalists and civil society."

In fact, the creation of *Rede Tukuambembua* in Benguela province was an unexpected outcome of the joint workshop, which indicates the depth of commitment by the participants to continue working together beyond the initial workshop and radio series production.

In practice, working together has occurred with mixed results. In Benguela province, the creation of the radio programs ended up involving journalists more than civil society. In fact, some of the civil society participants felt that they had been side-lined during the production process. They have also been eager to continue working with journalists who are part of Rede *Tukuambembua*, but have found scheduling time with the journalists to be a difficult hurdle to overcome.

Huambo has proven to have better results. Each of the three production groups has worked, by their assessment, remarkably well. CCG provided recording equipment, enabling the groups to go outside of Huambo town to interview a variety of people, enabling both journalists and civil society to gain some valuable experience. The members of each group are eager to continue working together and CCG is currently exploring options to enable them to do so.

7. *# Joint projects between civil society and journalists done without CCG assistance*

It is important to underline, that although the level of trust between journalists and civil society appears to be increasing, there is still a lot of work remaining to be done. As a member of Benguela's civil society stated, "The relationship between journalists and civil society has gotten better but there is a lack of progress in the two sectors working

together." The Director of Rádio Morena Comercial in Benguela did indicate, however, that he felt that journalists and members of civil society have been effectively working together on mobilizing and educating the community on issues such as domestic violence and sexual education. CCG found that two groups in Benguela had worked with journalists on a community development project without CCG assistance.

In Huambo, once again, CCG found that the working relationship between the two sectors is currently stronger than that demonstrated in Benguela. Focus group and key informant interview participants indicated that they have been working together on programs to prevent disease, combat corruption, and helping resettle returnees. They are also continuing to discuss plans for future collaboration.

CCG will continue to monitor this indicator, as part of the problem may simply have been the lack of time between the initial workshop and the closing assessment.

8. *% Increase in the amount of media space/time devoted to themes of reconciliation and peacebuilding*

Across the board, interviewees and focus group participants in Benguela province indicated that there was increasing coverage given to topics related to reconciliation and peacebuilding. Social topics like human rights, conflicts over land, the situation between community members and returnees, and even official corruption and democracy were being discussed in the media more than they had been six months ago (before the start of CCG's project). More importantly, interviewees mentioned specific stories that focused attention on examples of community reconciliation or individual acts of forgiveness, topics that had not previously received such attention.

In Huambo, focus group participants and interviewees specifically mentioned the local radio programs, *Vozes da Reconciliação* and *Espaço Lenaliso* as examples of the increased attention reconciliation and peacebuilding has received in the province. These programs often feature voices from civil society as well, and participants from both sectors spoke of these programs as strong examples of the improved relationship between journalists and civil society in tackling peacebuilding issues.

It is important to stress that these results are only immediate results; based on the program's time frame, it is impossible at this point to comment on the medium or long-term impact of CCG's work in Benguela and Huambo. CCG can point to, however, a demonstrable improvement in the inclusion of common ground themes in local media reports, in a thawing of the relationship between journalists and civil society, and a commitment by participants to continue working together in the future. As this project is part of CCG's longer-term work with both journalists and civil society in Benguela and Huambo provinces, CCG is committed to continuing to track progress on these indicators and would be happy to share future results with OTI in order to compare immediate with medium-term impact.

VI. Constraints

During the term of this project, CCG faced two constraints: shortness of time frame and CCG staff capacity.

The greatest constraint facing CCG during this project was time. Originally scheduled for four months, CCG needed to request a one-month no-cost extension in order to finish the project. In retrospect, four months was too short a time frame, putting undo pressure on participants to produce the radio series quickly. CCG also had to contend with the holidays, and a month-long journalist training series in Huambo, which also pushed back the planned project schedule.

During the life of this grant, CCG also dealt with a reduced staff capacity. At the start of the grant, CCG had to delay implementation by a month as staff awaited the arrival of the present Director. In December, staff also had to adjust the time frame to accommodate the loss of CCG's Media Coordinator.

Despite these difficulties, however, CCG was able to successfully complete the agreed-upon number of activities, as well as make considerable progress toward attaining the indicators of impact.

VII. Recommendations for Future

As previously mentioned, CCG's project was designed to be a short-term intervention. Results from the assessment demonstrate that although significant progress has been made in improving the quality of media and the relationship between media professionals and civil society, there is still much work to be done. CCG is therefore committed to continuing to work with representatives from each sector, both individually and together. By continuing to reinforce the concepts introduced during this project, and by providing future opportunities to bring journalists and civil society together, CCG hopes to build lasting relationships that will contribute to the long-term and sustainable recovery of communities in Benguela and Huambo provinces.

VIII. Annexes

ANNEX A – List of Participants for Civil Society and Media Workshop, Benguela 6-9 October 2003

Name	Organization
NGOs	
Nazaré D. Bernado	ADRA – Benguela
António Tembo	ADRA – Benguela
Custódio Mahleiro	ADRA – Benguela
Alcides Pereira E. Gulherme	ADRA-Odjila
Enoque Marins Sambala	IECA-Benguela
Joaquim Pedro Teixeira	ADMA
Sérgio Paulo M. Morais	ADMA
Orlando C. Monteiro	UTCH
Sandra Teresa	KWAROKO-AID
Domingo Paulo Albino	Cruz Vermelha de Angola
Zélia António Cacilda	CVA
Zeferino Semente	OPDEC
Bertolo Lima Essuvi de Carvelho	OKUTIUKA
Leonado Pinto Eugénio	SOCILCAMPO
Amós Daniel P. Chidumbo	SOCILCAMPO
Tomé Sabino Huvi	AADC-Catumbela
Valentino Augusto S. Eugénio	CBA-Benguela
Ernesto Ferreira	Associação Mãos Livres
Samuel Canganjo	Conselho das Igrejas Cristã
Avelino Kapinala	ODCA – Catumbele
Maria Teresa Januário	ISCED
Isabel João Dala	
Media	
Janeth Jacquline M. Saluvoc	RMC
Ilídio Pinto Domingos da Silva	RMC
Arlete de Conceição Alburquerque	RMC
João Marcos Pontes António	ANGOP
Eduardo Ngolo	ANGOP
Alberto Fernado	ANGOP
João Marcos	ANGOP
António Gonsalves	Jornal de Angola
Madalena Sebastião	RNA-Benguela
Miguel Pascual Tomás	RNA-Benguela
Artur Furtunato	RNA-Benguela
Filomena Maria	RNA-Benguela
Amélia de Assunção	RNA-Imel
Cristina Paquete	TPA – Benguela
Jonas Orlando Baptista	TPA – Benguela
Rosa Natanela Albino	TPA - Benguela
Victor Manuel Gonsalves	Freelance Journalist

ANNEX B – List of Organizations and Media Outlets in *Rede Tuakuambembua*

1. ADAMA – Associação dos Defensores e Amigos do Ambiente
2. ADRA – Acção pelo Desenvolvimento Rural e Ambiente
3. KWATOCO-AID – Acção Tegrada pelo Desenvolvimento
4. CVA – Cruz Vermelha de Angola
5. OPDEC – Organizição não governmental pelo Promoção e Desenvolvimento Comunitário
6. SOLCICAMPO – Associação de Soliedariedade Cidade-Campo
7. AML – Associação Mãos Livres
8. IECA – Igreja Enjavelica Congrgacional de Angola
9. AADC – Acção Angolana pelo Desenvolvimento Comunitário
10. TPA – Televisão Pública Angola
11. RMC – Rádio Comercial Morena
12. ANGOP
13. RNA – Emissora Província Benguela
14. Sindicato dos Jornalists

ANNEX C – List of Participants for Civil Society and Media Workshop, Huambo, 15-17 January 2004

Name	Organization
NGOs	
Eduardo Epalanga	Save the Children – UK
Maria Suisa	TCHIWA
Maculino Epalanga Venâcio	TCHIWA
Mário Beijamim	GAC
Silveira João Kavimbi	Governo Provincial – Director Communição Social
Pedro Israel	Afra-Cristã
Dinís Roger	AJDC
Euclides ng. Maravilha	UAJACA
José Camilo Luanda	OISC
Eliseu Antunes	CCF – Huambo
Valentina Sili Epalanga	World Vision
Pascual Calúlú	LAASP
Pedro Hospital	União Nacional Artistas Plasticos e Compositores
Benedito Omelen	CAD
Vitória de Fátima	COIEPA
Abel Lussati	DW
João Emílio Baptista	UTCH
Pascual Pedro Nhanga	Grupo de Teatro Horizonte
Media	
António Mendes	RNA – Emissora Prov. Huambo
José Abílio Calique	RNA – Emissora Prov. Huambo
Rufino Negócio	TPA – Huambo
Amaro Juliano	TPA – Huambo
Lourenço Líassula	TPA – Huambo
Justino Vitórino	TPA – Huambo
Lourenço Sakápia	TPA – Huambo

ANNEX D – Questionnaire for Key Informant Interviews and Focus Groups

1. What local media programs (for radio, print, or television) have the objective to educate community members about resolving conflicts and promoting common understanding?

2. Can you talk about some of the techniques or methods that journalists in your community use to identify and resolve social problems?

3. Are there programs or activities by civil society organisations or individuals that have used the media? Examples?

4. Are there media programs that specifically discuss civil society issues or use civil society as sources?

5. What is the difference between the relationship and/or level of trust between journalists and members of civil society before and after CCG's workshops?

6. Have there been examples of activities or programs being carried out jointly between civil society and journalists?

7. Currently, how much coverage does the local media give to issues of reconciliation and peacebuilding? How does this compare to the situation six months ago?

8. How do representatives of civil society use the media to promote their activities?

ANNEX E

CCG Civil Society Index Tool

Scales

Data collected for CCG's Civil Society Index tool is coded using one of the following three scales (which have been adopted by World Education Benin Project Assistance Technique Aux A.P.E [ATAPE] for their Primary Education NGO Project [PENGOP]). For all three scales, the low number represents the lowest level of development while the highest number represents the highest level of development. The scores for each indicator will be averaged together, creating a single score on the 1-5 scale. This will then enable CCG staff to plot the development of each NGO/association that is currently receiving support, as well as demonstrate change over time. The goal is to advance all partner NGO/associations up the scale.

In general, the indicators developed for this index are responding to the weak and nascent development of civil society in Angola. CCG works with mostly newly formed groups and the indicators have been designed with this in mind.

Finally, this document will be continually revisited and revised, based on feedback from CCG partner NGOs/associations. As CCG is able to advance more of the partner groups up the scale, new indicators, for more developed organizations, will be added.

SCALE ONE
1 = Not functioning/not being implemented
2 = Rarely functioning/implementation unsatisfactory
3 = Usually functioning/implementation needs improvement
4 = Functioning well/ implementation adequate
5 = Functioning very well/implementation excellent

SCALE TWO
1 = No
2 = Yes

SCALE THREE
1 = Never
2 = Occasionally
3 = Frequently

Variables *number next to each indicator refers to scale to be used

1. **Program Indicators**
   a. NGO/association effectively uses media to draw attention to local projects and to advance objectives (3)
   b. NGO/association can network with other groups and implement activities in coordination with those groups (1)

    c.   NGO/association has ability to forge intra-sectoral linkages (1)

    d.   NGO/association has ability to forge inter-sectoral linkages (1)

    e.   NGO/association has training/program materials and is able to use them (1)

    f.   NGO/association has information collection and dissemination skills (1)

    g.   NGO/association develops and implements projects that promote tolerance, participation, and pluralism (1)

    h.   NGO/association can meet targets for 3 month work plans (1)

2. Conflict Transformation Capacity

    a.   NGO/association has knowledge of conflict resolution techniques (1)

    b.   NGO/association can apply these techniques to actual conflicts (1)

    c.   NGO/association has conducted conflict analysis with members (1)

    d.   NGO/association can design appropriate interventions based on their conflict analysis (1)

    e.   NGO/association demonstrates awareness of economic, social, and political rights (1)

    f.   NGO/association demonstrates awareness of role civil society can play in conflict transformation (1)

    g.   NGO/association is effective in resolving identified social, economic, or political conflicts in community (1)

    h.   Community responds to NGO/association and brings conflicts to them to help solve (3)

3. Strategic Planning

    a.   NGO/association has written, 3-month work plans (1)

    b.   NGO/association has ability to identify and prioritize issues (1)

    c.   NGO/association can develop plan of activities to address identified issues (1)

    d.   NGO/association can develop plans to reach out to variety of constituents, including vulnerable groups (1)

    e.   NGO/association involves stakeholders in project planning (2)

4. Monitoring, Evaluation, Institutional Learning

    a.   NGO/association can collect and analyze information on impact of activities (1)

    b.   NGO/association produces written monitoring and evaluation reports on implemented activities (2)

    c.   NGO/association has knowledge of monitoring and evaluation techniques (1)

    d.   NGO/association can use monitoring and evaluation techniques (1)

    e.   NGO/association is able to implement changes as dictated by monitoring and evaluation results (1)

5. Sustainability

    a.   NGO/association mobilizes local resources (1)

b. NGO/association has diversified funding (2)
c. NGO/association have an agreed upon vision and mission (with realistic goals and objectives) (1)
d. NGO/association activity participants feel ownership for the process and the outcome (2)
e. NGO/association has access to communication technologies (such as Internet) (3)
f. NGO/association can use communication technologies (1)

6. Ethics/Good Business Practices for Civil Society
a. NGO/association has democratic/inclusive decision-making and leadership selection among its members (1)
b. NGO/association has ability to distinguish between public and private interests (1)
c. NGO/association has members that are drawn from multiple ethnic, sectoral, or political groups, have diverse gender, or spreads the benefits of its work across ethnic/sectoral/political/gender lines (1)
d. NGO/association has a constituency in community and responds to their interests (1)

7. Financial Accountability
a. NGO/association has budget (2)
b. NGO/association can work within the parameters of budget (3)
c. NGO/association produces financial statements on regular basis (2)
d. No individual has sole control over finances (2)
e. NGO/association has functioning accounting system (2)
f. NGO/association has financial controls system (2)
g. NGO/association has written financial procedures that are understood (2)
h. NGO/association requires proper authorization for all expenditures (2)
i. NGO/association can produce accurate, three-month financial reports (3)